

Welcome to the U.S. Election Assistance Commission's Guidebook on Successful Practices in Poll Worker Recruiting, Training and Retention

Background and Purpose: The U.S. Election Assistance Commission (EAC) was established by the Help America Vote Act of 2002 (HAVA) to serve as a coordinating center for the nation's election officials. Congress directed the EAC to research and compile a broad spectrum of "best practices" employed in preparing for and conducting elections, drawing upon the collective experience and wisdom of seasoned election administrators and community leaders, and to make these practices and procedures available to all.

This Guidebook is the result of a 17-month applied research study commissioned by the U.S. Election Assistance Commission in 2005, and was implemented through a partnership with IFES, The Poll worker Institute and the League of Women Voters.

This Guidebook presents, for the first time, a framework for evaluating election-jurisdiction administrative practices based on interviews, surveys and feedback from thousands of election officials and other community leaders nationwide. It is, necessarily, a "snapshot" of poll worker recruitment, training and service practices across America in a limited period of time.

This Guidebook is offered as a manual for election-jurisdiction administrators and others who assist in the ongoing effort to train and staff polling places with workers who contribute their time and skills for this fundamental exercise in the American political process. Flexibility is Key: This Guidebook presents a variety of field-tested techniques which can be adapted by election jurisdictions of varying sizes and demographics. Not all ideas and techniques will be relevant to every jurisdiction; the varying



requirements imposed by individual State laws, local regulations and time constraints mean that each jurisdiction must develop its own approach to poll worker training and service. Criteria for Inclusion: Ideas and practices from all sources were subjected to three important criteria for inclusion in this Guidebook: Can the results be measured? Can the practice be sustained in a given jurisdiction over time? Can the practice be replicated elsewhere? An attempt was made to gauge the effort necessary to implement each practice, and to determine the resources required as well as the costs and benefits associated with the practice.

The U.S. Election Assistance Commission hopes that election administrators and community leaders will find this Guidebook a useful source ideas and techniques which they can adapt to the circumstances of their particular jurisdictions.

Within the elections community there is a tremendous wealth of experience and expertise in recruiting, training and retaining poll workers. Over the years, election officials have devised innovative and resourceful methods for meeting the challenge of staffing polls on Election Day. The limitations of time and resources, however, have hampered efforts to share this expertise throughout the elections world. This Guidebook attempts to make that knowledge and expertise widely available.

- **Gathering Field-tested Practices.** Every practice recommended in this Guidebook has been tested in the field. Likewise the tools, tips and case studies are all derived from the practical experience of election professionals. As such, the contents of this Guidebook are grounded in the realities of current election administration – a world of limited time and money, political and partisan controversy and intense public scrutiny.
- **Maximizing Available Resources.** In seeking to tap the expertise of elections officials, the authors of this Guidebook relied on at least three important sources – The Election Center’s Professional Practices Program, National Association of Counties (NACo) Achievement Awards and the EAC’s “Best Practices in Election Administration”.
- **NACo Survey.** The authors also relied heavily on a nationwide survey of local election officials conducted in Spring 2006 by NACo, The Election Center, and the International Association of County Recorders, Election Officials and Treasurers (IACREOT). The survey provided a benchmark of current practices of recruitment, training and retention. The survey also provided important leads, guiding the authors to those election officials who are actively raising the standards for poll worker administration with new programs and approaches.

In addition to researching current and successful practices nationwide, the authors sought to gain a better, more complete understanding of the constraints on poll worker programs.

- **Focus Groups.** The League of Women Voters’ Education Fund conducted focus groups across the country with election officials, poll workers, the general public and stakeholders. The final report provided a nuanced picture of the challenges facing election officials. At the same time, the focus-group report provided an important perspective on the motivations for serving, and potential strategies for reaching key audiences with effective recruitment messages.
- **Impact of State Laws.** The authors were also mindful of the complications imposed by myriad State laws governing who may serve at the polls. A compendium of State requirements compiled and verified jointly by Cleveland State University and IFES (formerly known as the International Foundation for Election Systems) offers a framework for understanding the legal limitations in many States.
- **Outside Perspectives.** The authors worked with the EAC to appoint a working group of election practitioners, academics and experts in adult learning and accessibility and voting rights issues to bring important outside perspectives. The working group provided feedback on drafts at four different points in the project.
- **Extra Vetting of Particular Chapters.** The Guidebook especially benefited from a series of interactive roundtables conducted on such areas as the role of adult learning in poll worker training, community organizations, accessibility issues, bilingual poll worker recruiting, college poll worker projects and recruiting in hard-to-reach communities. The chapters on these topics benefited enormously from the insights and critiques of working group members and roundtable participants.
- **Compiling a Variety of Models.** The description of each practice and tool is based primarily on conversations and interviews with election officials about their programs. Wherever possible, the authors tried to speak with election officials from both large and small jurisdictions. The

models presented are “hybrids,” merging common and universal elements from a variety of specific, individual models.

- Interviews with practitioners covered practical details such as the amount of staff time required, the cost and resources needed – vital information for any election official considering implementing a new program.

Providing a Framework for Evaluating Practices and Tools. The authors sought information that would help in evaluating practices and tools according to three important criteria: ability to measure, ability to sustain and ability to replicate. In the interviews with election officials, we tried to gauge the political will necessary to implement the project, whether they had quantified the costs and benefits and the level of risk involved.

The effort to provide a framework for evaluating the practices is limited by the fact that the survey provides a snapshot in time. We don’t have the means to monitor change over several election cycles. Nevertheless, we believe even limited information about the ability to measure, sustain and replicate these practices will greatly enhance the usefulness of the Guidebook for individual users.

Field-Tested in Pilot Jurisdictions. In June 2006, the IFES/PI team selected three jurisdictions to pilot the Guidebook. The jurisdictions chosen were: Milwaukee, WI; Santa Fe, NM; and Hamilton County, OH. Selection criteria included the following: at least one jurisdiction covered by Section 203 of the Voting Rights Act; at least one jurisdiction with a partisan representation requirement; and at least one jurisdiction introducing a new voting system. The participating election offices were both large and small and were geographically diverse.

Sites were asked to test both the contents and the usability of the Guidebook, as well as to implement practices from each of the three sections of the Guidebook and to track the results. Tracking the results gave the IFES-PI team objective, quantified information about the effectiveness of the practices and allowed

us to develop and refine models for use in the Guidebook. The research team decided to take a hands-off approach to the pilot projects in order to replicate the experience of typical election officials who will receive the Guidebook without extensive personal guidance.

In a post-pilot survey of the practices implemented, election officials in the pilot jurisdictions were asked to report on the following:

- Impact on staff
- Impact on budget
- Management challenges
- Sustainability

The survey also asked the election officials several questions to gauge the usability of the Guidebook: Could they find practices to address specific needs? Did they browse the guidebook? Was the table of contents useful?

Snapshot of Pilot Program Successes

Milwaukee, Wisconsin

Chapter 7: Government Employees as Poll Workers. With the support of the mayor and city agencies, 320 management-level city employees were recruited (16 percent of the total number of poll workers). These provided valuable professional assistance in polling places on Election Day. These specialty poll workers brought a high level of management and problem-solving skills to the polling place operations – and contributed to building wider public support for the elections office.

Chapter 10: Offering a Split-Shift Option.

When the election office offered the split-shift option, 350 poll workers chose to take advantage of the option. The election office then recruited another 350 poll workers to cover the second shift. Many of these were new recruits who might have been otherwise unwilling to serve. It appears that many of these new recruits enjoyed their experience, and are now willing to serve the whole day.

Santa Fe, New Mexico

Chapter 1: The General Public. Santa Fe leveraged a relationship with a local reporter, who published a notice about the need for poll workers for three consecutive days. More than 200 people responded to the notice – nearly overwhelming the election office.

Chapter 1: The General Public. Santa Fe posted bright orange poll-worker recruitment sign-up sheets in the polling place. Twenty precincts returned the sheets with a total of 50 names.

Hamilton County, Ohio

Chapter 1: The General Public. Hamilton County developed a method for tracking the source of each poll worker, both new and old. The county tracked the source of each poll worker who worked in the election.

Impact on the Guidebook

- Pilot offices requested specific models and how-to instructions. We searched for existing models. We also were able to use models developed by the pilot jurisdictions in the Guidebook.
- Jurisdictions appeared to be less likely to use the Guidebook to plan a complete overhaul than to make incremental changes over a longer period of time. We changed the Guidebook to include more simple and easy-to-implement changes.

Note on the Terminology and Reference to Specific Jurisdictions:

The immense variety of election terms posed a challenge for the authors. Poll workers are variously called judges, booth workers, precinct officials, board workers and, of course, poll workers. The person in charge of the polling place on Election Day can be called a Precinct Captain, Chief Judge, Supervisor or Presiding Judge, to name just a few. For simplicity's sake, we refer to all workers in a polling place as poll workers.



References to large, medium and small jurisdictions are roughly based on:

- Large: population 250,000 or larger
- Medium: population 50,000-249,999
- Small: population 49,999 or smaller

Hybrid Discussion / Specific Models.

Whenever possible, this Guidebook provides composites gleaned from dozens of interviews on any practice or method, rather than the efforts of specific jurisdictions. However, the many models included in the Guidebook (flyers, forms, tables, etc.) are most effective when presented in their original context, with references.

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Overview: Strategies to Keep the Poll Workers You Want

The stars of Election Day are the poll workers who take pride in how well they manage the polling place. This section offers strategies to keep them coming back.

The principles used by corporations to retain good employees offer helpful guidance for election officials. Roger Herman's book on employee retention, **Keeping Good People**, includes the following principles:

- Cultivate strong personal relationships
- Offer them the potential for growth
- Reward them

These strategies will help strengthen your relationship with individual poll workers. In turn, poll workers will strengthen their commitment to you. This section includes strategies for increasing the benefits for poll workers that don't involve increasing the stipend, and we examine a variety of ways to reward poll workers. In a 2006 survey of National Association of Counties (NACo) members, nearly 30 percent of the respondents said they conducted a post-election analysis to evaluate poll worker performance.





In This Chapter:

- Benefits of Evaluating Performance
- Evaluation Methods
- Pitfalls and Challenges
- Resources Needed
- Adapting the Program to Your Jurisdiction
- Tips for Successful Implementation

Poll workers, as well as election officials, need to know if they make errors.

Performance evaluations tell election officials which poll workers perform well or exceed expectations.

Many jurisdictions rely on voter feedback to evaluate poll workers. Nearly a quarter of the jurisdictions that participated in the Spring 2006 NACo survey employ polling place observers. These observations yield valuable information, but they cannot substitute for a structured evaluation of poll workers.

A structured evaluation traces errors to individual workers or teams of poll workers. After Election Day, officials review registration lists, provisional ballot applications, ballot accounting and other paperwork, and record all errors. They give report cards to poll workers or teams. This information can help plan training sessions and Election Day support.

This detailed post-election analysis takes time, effort and planning, but it is the only way an election official can obtain a clear view of what actually happened on Election Day. And in the event of a legal challenge, election officials must have a way to account for errors.

In jurisdictions where poll workers rotate tasks, a structured evaluation requires a system to track who did what and when.

Benefits of Evaluating Performance

Performance evaluation helps election officials place poll workers in positions appropriate to their skills and abilities. Occasionally, election officials will use the information to decide not to rehire a poll worker. Such decisions are easier if the decision is based on evaluation data.

Performance evaluation also reveals who the Election Day stars are. Election officials can use the evaluation to reward



Poll Workers Can Be Evaluated On:

- *Their attendance at training class*
- *How well and how quickly they open the polling place*
- *How successfully they find names in the voter registration list and supplemental lists*
- *How correctly they process provisional ballot voters and related forms*
- *How well they direct lost voters to the correct polling place*
- *How thoroughly they count ballots*
- *How well and how quickly they close the polling place*
- *How correctly and quickly they close reports and send the results and critical materials to election central*
- *Their interactions with voters and other poll workers*

excellent poll workers. In jurisdictions that offer opportunities to move into more responsible positions, evaluation data helps.

Data shows trends across precincts and helps identify issues in poll worker training. For example, if many poll workers are making the same mistake on the ballot accounting form, the reason might not be incompetence. Check that the form is clear and that the training has been thorough.

The point of poll worker evaluation is not to punish inadequate poll workers. It is a tool to improve accountability and the conduct of elections. If a challenge or a legal question arises after the election, officials must be able to recreate what happened at the polling place on Election Day.

Resources Needed

- **Staff time both before and after the election.** In one large jurisdiction, a staff member and several part-time assistants spent six weeks conducting the evaluation. In a small jurisdiction, the post-election evaluation process took one staff member a week to complete.
- **A database tool** such as Excel or Access, or poll worker management software.

Pitfalls and Challenges

- Telling poll workers about their errors requires sensitivity and care. If the problem is minor or unusual, work with the poll worker. If the problem is major, such as disenfranchising a voter, consider “retiring” the poll worker.
- Long-time poll workers who have never been evaluated might bristle at first and regard the evaluation as a personal criticism. Election officials need to be clear that the evaluation is a tool for improving training and tracking how well poll workers are doing their jobs. And make it clear that you are only evaluating their performance of Election Day duties; do not make personal comments.

Tips for Successful Implementation

- A thorough evaluation requires planning before the election. Decide on the criteria and how performance will be measured. It might take several election cycles to establish measurable criteria and an appropriate grading system.



- Consider forming a task force of experienced poll workers to help develop the evaluation. Involving them in the process can help defuse potential resentment.
- Before training, inform poll workers that they will be evaluated.
- In jurisdictions where poll workers rotate Election Day tasks, make the Precinct Leader accountable. Provide the Leader with forms to evaluate the performance of polling place staff. Conduct an analysis of how each polling place conducted the election – check-in procedures, provisional ballots, opening and closing – and go over the results with the Precinct Leader.
- In small jurisdictions, the evaluation process can be more personal. In one jurisdiction, the election official sends a note to the poll worker, along with a photocopy of the error and an explanation.

Evaluating the Poll Worker Performance Program

The goal of a formal Poll Worker Performance Evaluation Program is to help weed out non-performers and retain the most qualified poll workers.

One way to evaluate such a program is to take the poll worker tasks – attendance at training, opening and closing polls on time, and correctly processing provisional voters – and to measure improvement from election to election.

Three Poll Worker Performance Evaluation Models

Evaluating and Rewarding By Teams (Humboldt County, CA)

The Humboldt County, California Elections Department requires more than 400 poll workers to conduct a countywide election. Poll workers open and close the polls, issue ballots, keep track of who has voted, and, in some polling places where we have multiple precincts, serve as traffic directors guiding voters to the right precinct board. These tasks and the list of supplies and equipment (tracked via a bar-code scheme) are one axis of the evaluation matrix. The other axis has the poll workers' names grouped by precinct board.

Election officers earn \$71 for serving as a Clerk and \$76 for serving as an Inspector. The County has conducted a poll worker evaluation and reward program since 1999. If the precinct board satisfactorily completes their tasks and returns the supplies and equipment, each poll worker on the board

"It has been difficult to measure whether the evaluation program has led to improved poll worker performance because the poll worker's tasks change at every election," says the Humboldt County election director. "However, the evaluation program does underscore that the completely integrated training program (the poll worker manual, the training handouts, the performance evaluation, and supplies) directly leads to a more perfect Election Day. Everyone on the canvass team plays some role in the evaluation program."

"The bonus program costs approximately \$8,000 per election. It was necessary to develop an extensive bar code scheme. On Election Night, everything that comes back from the polls is scanned. The next day it must be uploaded to a spreadsheet that shows what is missing (the first potential point deductions) and shows us what we need to find immediately. Other elements of the matrix are worked on and the voting history is captured, the rosters are gone through for completeness, accuracy, etc. One staff person is responsible for keeping score as all materials are gone through, and then the Registrar reviews it at the end. Everyone on the canvass team plays some role in the evaluation program."

—Lindsey McWilliams, Elections Manager, Humboldt County Elections and Voter Registration Division, CA

receives a \$20 bonus. In the past two countywide elections, more than two-thirds of the precinct boards received their bonuses.

Evaluating Poll Worker Performance (Allen County, OH)

Allen County's poll worker evaluation program began in 2001. Focused on three major areas – poll books, ballot summary sheets and returning materials. We determined that we should probably deal with the 10 most important items in each category so as not to get too complicated. Over the past five years we have made minor adjustments and modifications. We constantly de-brief and review our process, looking for improvements. The key to keeping this from becoming an overwhelming project is incorporating the evaluation form into our established processes. In other words, we unpack in teams – one member fills out the evaluation form while the other unpacks. We complete the poll book form as we review the poll book from each precinct, likewise with the ballot summary sheet. As we review each summary sheet, we are guided by the evaluation form.

We do not send a letter to the poll worker. We review the summary sheets personally with the precinct's Presiding Judge at the next training session – that way we can answer questions – if they have any. We then rely on the Presiding Judge to share the information with the others and oversee implementation.

Recently, we began something new – we held a voluntary debriefing session with our Presiding Judges and Assistant Presiding Judges. We let them speak to us regarding their Election Day experiences. It went exceptionally well. One of the things we found out was that they didn't really understand what 'standards' we were using in our evaluation of their work. Other than the fact that it is all covered in our Poll Workers Procedure Manual, we couldn't answer their question. So we are now working on just such matrix or standards guide.

We have seen dramatic improvement. First, this process has helped us refine our teaching curriculum in ways that more directly address problems. Second, it helps poll workers better understand specific errors and solutions.

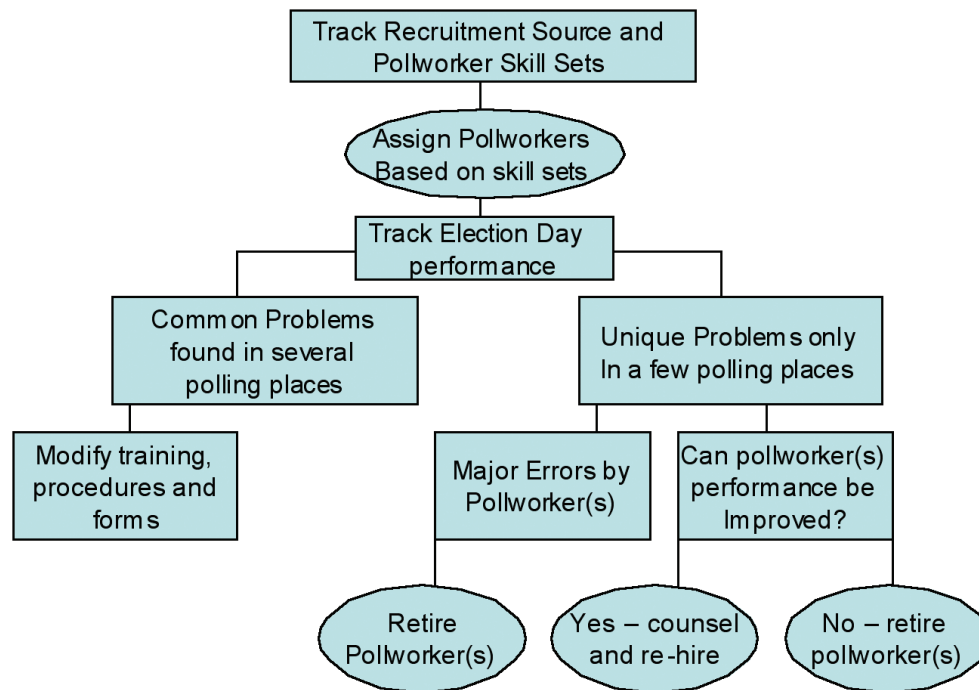
Sample #53, Pages 175-179: Poll Worker feedback Materials, Humboldt County, CA

Sample #54, Page 180: Report Poll Book Poll Worker Evaluation, Allen County, OH)

"Our success in this, I believe, is to present it in a non-threatening way to the poll workers. This has always been our basic goal in refining our education process. The first error is on us – perhaps we didn't teach well enough. From there it is to determine if you, the poll worker, are listening as well as learning, thus the second error is on you. From there it allows us to track whether or not we have ongoing problems with the same folks making the same errors over and over, in which case we might need to move them out of their position."

*—Keith Cunningham, Director,
Allen County Ohio Board of
Elections)*

Poll Worker Performance Tracking (Montgomery County, MD)



Sample Discussion of Poll Worker Evaluation Program

PROFESSIONAL PRACTICES PROGRAM 2006

EVALUATING ELECTION JUDGE PERFORMANCE The RTE (Recruitment/Training/Evaluation) to Success!

MONTGOMERY COUNTY, MARYLAND

Contact: Sara Harris sara.harris@montgomerycountymd.gov 240-777-8522

Top quality election judge precinct performance is an essential element for successful voter service and well-conducted elections. Precinct election officials or early voting election officials can benefit from a well-planned, solidly implemented and integrated Election Judge Recruitment, Training and Evaluation program. Election Judge Evaluation is the third and necessary leg of a quality structure and voter service system.

The Montgomery County Board of Elections integrated a 3-part Election Judge Evaluation Program with Recruitment and Training, the Recruitment/Training/Evaluation (RTE) to success!

Part I - an in-depth analysis of election day documentation returned by election judges.

Part II - an Election Judge Performance Report prepared by trained observers.

Part III - a peer-to-peer survey conducted by Board of Elections staff after election day.

*For the full text of this Professional Practices Paper, contact Sara Harris,
sara.harris@montgomerycountymaryland.gov*



In This Chapter:

- Using Poll Worker Newsletters as a Communication Tool
- Challenges
- Resources Needed
- Tips for Developing and Maintaining a Newsletter
- Communicating with Poll Workers before Election Day
- Communicating with Poll Workers on Election Day

One way to retain poll workers is to stay in contact and keep them informed. According to the NACo survey, one in five jurisdictions sends regular newsletters to its poll workers. Nearly one in ten conducted an Election Day review by meeting with them later or sending them a report.

Use regular communication with poll workers to:

- Affirm the value of the poll worker to the election office
- Say “thank you” to poll workers
- Build a sense of community
- Keep mailing addresses (or email addresses) up-to-date

Using Poll Worker Newsletters as a Communication Tool

Use the newsletter to prompt poll workers to contact the elections office. For example, give the dates of an upcoming election and provide a “tear off” sign-up form for them to complete and return. On the form, include information about positions and give them a choice of assignments. Also ask for updated contact information, including email addresses, and feedback about their last experience.

Challenges

- Printing newsletters can be expensive; mailing them can be even more expensive. Consider email as an alternative.
- Responding to feedback can be time-consuming.



Tips for Developing and Maintaining a Newsletter

Content:

- A review of the last election and plans for improving the process
- Changes or possible changes in legislation
- Training schedules and other important dates
- Opportunities for advancement within the program
- A feature on special poll workers to reward and strengthen commitment (bilingual poll workers, poll workers who have helped in recruiting, poll workers who go above and beyond the call of duty, poll workers with interesting backgrounds)
- Recruitment messages including a list of precincts where poll workers are needed
- A questionnaire for future election availability and assignments

Resources Needed

- Depending on the experience of the person assigned to develop the newsletter, MS Word is a basic option and PageMaker or MS Publisher are other options. MS Word offers several templates for creating professional-looking newsletters.

Tips for Developing and Maintaining a Newsletter

Content

- A review of the last election and plans for improving the process
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- Opportunities for advancement within the poll worker program
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- Recruitment messages including a list of precincts where poll workers are needed
- A questionnaire for future election assignments and availability

Design and Dissemination

- Consider asking a poll worker or community organization to produce the newsletter
- Send electronic newsletters or briefings via email to those who have email
- Put reserve and potential workers on the newsletter list
- Provide copies of the newsletter at training classes to save the cost of mailing

Evaluate your Newsletter

- In a post-election debriefing, ask poll workers if the newsletter is worth it. Ask how to make it more engaging
- Can you continue to produce and distribute a newsletter?

"We communicate with our 22,000 poll workers via a poll worker newsletter, called The Poll Cat. We mail the newsletter prior to every major election and it serves at least three purposes: (1) Educates poll workers on the county's initiatives, (2) Briefs poll workers on key procedures, (3) Highlights interesting poll workers, and repeatedly seeks input from and gives thanks to the poll workers. It's a lot of work to produce a newsletter that is informative and fun, but we receive such great feedback that it's worth it."

—Wanda Hamilton, Poll Cat Editor, Los Angeles County

"It's the kiss of death to have a volunteer's name on a list and not stay in touch with them more than once or twice a year."

—Tyra Williams, Alpha Kappa Alpha Sorority, Washington, DC

- Can you measure its effectiveness? Can you track how much time and money the newsletter costs? Can you gauge whether it helps make poll workers feel better informed? How much does it help your retention rates? Does it encourage poll workers to become involved and take pride in their performance?

Communicating with Poll Workers before Election Day

- Before Election Day, poll workers may have questions about training session dates, locations and procedures. Poll workers must know how to contact the election office – the proper person to call and the phone number. Set up systems so poll workers can find information on their own.
- Encourage poll workers to use email. It takes less time, especially when you create standardized email responses to frequently asked questions (FAQs).
- Consider posting an FAQ page for poll workers on your website.
- Before Election Day, send a review of the most important things to remember.
- As Election Day approaches, prepare for an increase in the number of calls from poll workers. Make sure everyone updates voice mail messages to indicate when the caller can expect a response (within 24 hours). Designate people to field calls from poll workers and judges, or to work with poll workers by voting district and precinct.
- It is important that your poll workers know how to reach you on the day before Election Day. Unanswered questions about polling-place assignments and locations can mean the difference between a polling place opening on time or opening late.
- “Ask Wanda.” One jurisdiction has distributed a form in their poll worker training classes asking “Wanda” (a longtime poll worker who now works in the election office) for help. The form helps poll workers feel that a real person is there to answer their questions. It also provides an opportunity for poll workers to vent their frustrations to the election office.

Sample #57, Page 185: Making It Count: Poll Worker Bulletin, King County, WA

Sample #58, Page 186: “Ask Wanda”, Los Angeles County Feedback Form



Communicating with Poll Workers on Election Day

It is most important to communicate with poll workers on Election Day, especially at peak times before the polls open and after the polls close.

- Jurisdictions now regularly issue cell phones to poll workers to use on Election Day to facilitate communication. But do not assume that all poll workers know how to use a cell phone. Include cell phone operation as part of your training.
- In some jurisdictions, poll workers are directed to call an area Field Technician, not the central office, when they encounter problems. In turn, the central office calls the area Field Technician when it learns about problems with voters or monitors.
- The central office number to call for help on Election Day is one of the most important pieces of information given to poll workers in training sessions. The process for requesting help must be repeated several times during training and in training materials. After the election, ask poll workers if they had problems communicating with the central office. Look for ways to expand technical support, reevaluate help-desk staffing level and procedures, or upgrade your phone system.



Post-Election Resources and Tips

- *Provide feedback forms during the training sessions and on Election Day. Encourage poll workers to write down questions, comments, ideas or solutions. Spotlight any new procedures developed as a result of poll worker feedback. Reinforce the importance of their initiatives to the entire process for future elections.*
- *Poll worker survey – A post-election survey can provide valuable information on how well components of the poll-worker program are working.*
- *Set up a voice mailbox or an email address for receiving feedback from poll workers after the election.*

Sample #59, Page 187: Letter to Poll Workers, Napa Valley, CA

Sample #60, Page 188: Poll Worker Survey Developed for EAC Pilot Jurisdictions' Poll Workers

In This Chapter:

- Offer Excellent Training
 - Offer Special Recognition at Training Class
 - Provide Incentives for Election Day
 - Pay Poll Workers Quickly and Accurately
 - Say Thank You
 - Certificates of Appreciation
 - Poll worker Appreciation Ceremonies
 - Establish a Certification Program
 - Statutory Requirements and Impediments
-

Poll worker retention takes effort, energy and resources, but the results are worth it. Elections office staff must work with, support, and nurture poll workers – those indispensable citizens who run the elections in the precincts.

Focus-group participants have affirmed that the main reason poll workers return is that they enjoy the people they work with. Let your poll workers know you appreciate them. Thank them. Here are some ways to do that:

Offer Excellent Training

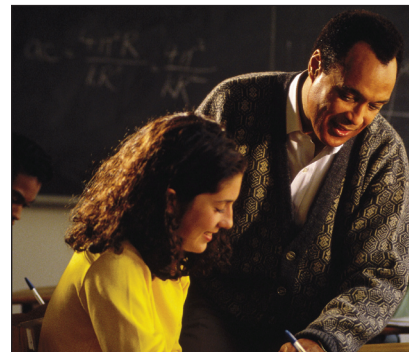
By providing poll workers with the tools and knowledge to run an election smoothly, you give them confidence, and they will return.

- Use discussion of techniques, Microsoft PowerPoint, hands-on training, exercises and, when appropriate, show a sense of humor.
- Some jurisdictions prefer to mix new and experienced workers in the same classes; others prefer to separate them according to their assigned Election Day positions.

Give Special Recognition at Training

Begin training sessions by recognizing individual poll workers. For example, acknowledge those who were recently married, celebrated a special event, won recognition or distinguished themselves in some way:

- Give special ribbons for the number of years served
- Offer door prizes



“Confidence-building is what we’re about.”

—Sally Pujol, Precinct Operations Manager, Sacramento CA

“A well-informed poll worker is a happy worker.”

—Karen K. Hartenbower, County Clerk/Election Officer, Lyon County, Kansas

- Supply refreshments at training
- Provide patriotic lapel pins
- Provide name badges

Provide Incentives for Election Day

These might include:

- Bags for poll workers to take personal items to the polls
- Lanyards for name tags
- Survival packets including candy, band-aids, aspirin and Handy Wipes
- Election-specific lapel pins
- Cookies or other food and drinks on Election Day

Pay Poll Workers Quickly and Accurately

Tell poll workers when they can expect to be paid. Often poll workers are paid on the same bi-weekly cycle as the local government employees, so payday can be up to two weeks after the election. Make sure poll workers know this. Prompt payment shows your appreciation for the job they do.

Poll workers will become frustrated if the stipend they receive is incorrect and they have to spend time and effort to correct this.

Saying Thanks

Volunteer-management experts stress the importance of saying “thank you” to your volunteers. Many poll workers who participated in focus groups around the country, however, said they do not remember being thanked for their service. Perhaps election officials need to say it louder. For example, election officials who provide doughnuts and coffee at the polls need to make it clear that they do so because they appreciate the service poll workers provide.

Of the jurisdictions responding to the NACo membership survey, one in ten sent certificates of appreciation to their poll workers, two in ten gave them ribbons, lapel pins or other tokens of appreciation and one in 60 sent thank-you letters.

Note: Although many poll workers do appreciate the incentives, those who participated in League of Women Voter’s focus groups did not consider them a necessary form of thanks. Finding the funds to provide incentives can also be a challenge.



Stage a Poll Worker Appreciation Event

Consider partnering with elected officials to host a poll worker reception or awards ceremony. This takes more work than a thank-you letter, but it may have greater impact. An appreciation event will:

- Publicly affirm the value of poll workers to your office and to the government
- Provide an enjoyable social occasion
- Strengthen ties among poll workers and foster a sense of community

Invite your poll workers to a special event in their honor. Ask local elected officials and the media to attend. Give special recognition to those who have worked more than one year and those who have performed well. Guests who come to celebrate with the poll workers are potential new poll workers. A ceremony gives you great publicity and raises the awareness of the need for poll workers.

- Ask whether the food can be donated by a local restaurant or grocery store
- Ask the local League of Women Voters to greet the poll workers as they arrive
- Present door prizes and give each worker a token of recognition, e.g. a flower donated by your neighborhood florist
- Award certificates of appreciation at the event, including special recognition of those with longer service

Resources Needed

- Staff time to coordinate the event and invite poll workers
- Cost of invitations
- Cost of the event, which can include renting space and catering costs



Sample #61, Page 189: Poll Worker Badge, King County, WA

Sample #62, Page 190: Photo of Lyon County, KS Tote Bag

Pitfalls or Challenges

- The cost might be prohibitive for the jurisdiction.
- Some jurisdictions have rules prohibiting entertainment expenses. In this case, consider hosting a potluck supper without the use of election funds, where poll workers can contribute dishes and relax in an informal atmosphere.
- Accidentally leaving somebody off the invitation list can create hard feelings. Make sure your invitation list is up-to-date.

Establish a Training Certification Program

Those workers who complete the class could be paid more. The training consists of specific classes on procedures and laws at the precinct level.

To become certified, workers must attend a specified number of class hours and pass a test on the information presented in the class. This program creates a pool of dedicated workers who will return year after year.

Other Ways to Show Appreciation

- Greet workers who return supplies with a smile
- Convince local businesses to provide discount coupons for poll workers
- Send personalized thank-you letters or cards, preferably handwritten
- Have your jurisdiction proclaim and publish Poll Worker Appreciation Month every November
- Send birthday letters and, for other major life events, greeting cards

Statutory Requirements and Impediments

State laws may have an impact on poll worker retention programs. They include:

- **Certification or training requirements for poll workers.** These set minimum standards for poll worker knowledge and performance. Some might fail the certification process, or you may need to dismiss a poll worker. A statewide certification or training process will provide for both contingencies.

"I think that when President John F. Kennedy said, 'Ask not what your country can do for you; ask what you can do for your country,' he described Lawrence County Poll workers."

—Marlene D. Gabriel, Director, of Voter Registration and Elections, Lawrence County PA

"Once they invest that much time and effort into becoming certified, they don't walk away. They stick around."

—George Gilbert, Director of Elections, Guilford NC



- **Duration of term.** Many States specify the length of term for serving as a poll worker. Election officials who consider adopting a poll worker evaluation program may be required to keep poll workers until the end of their terms, even if their performance is poor.
- **Poll worker pay.** If poll worker compensation is set by State law and you believe the payment level is insufficient, consider other forms of compensation. Not all rewards need be monetary. For example, young poll workers might show progressive levels of proficiency on their resumes. Point out that serving as a Precinct Leader looks good on a law school or job application.
- **Rules prohibiting use of public funds for entertainment.** Know the rules about spending money for entertainment before planning a reception or event to thank your poll workers.



Model Program

In Pennsylvania, more than 300 poll workers and their families attended a ceremony honoring poll workers who had worked 10 years or more. Each honoree received a certificate and a flag. Six workers who had served for more than 50 years also received a rose and a letter of commendation from the State's highest election official.

Model Program

At least two jurisdictions work in cooperation with their local community college. To receive certification in one jurisdiction, the poll worker must attend 18 class hours. Approximately 40 percent of their workers are now certified. Retention in that county has run from 78 to 90 percent. In another jurisdiction, poll workers receive college credit for attending training sessions.



Section 3 Samples

Sample #53, Page 175-179: Humboldt County's Poll Worker Feedback Materials

Sample #54, Page 180: Report Poll Book Poll Worker Evaluation, Allen County, OH

Sample #55, Pages 181-183 : Forms and Flow Chart Montgomery County, MD's Program

Sample #56, Page 184: Poll Cat Newsletter, Botetourt Co, VA

Sample #57, Page 185: Making It Count: Poll Worker Bulletin, King County, WA

Sample #58, Page 186: "Ask Wanda", Los Angeles County Feedback Form

Sample #59, Page 187: Letter to Poll Workers, Napa Valley, CA

Sample #60, Page 188: Poll Worker Survey Developed for EAC Pilot Jurisdictions' Poll Workers

Sample #61, Page 189: Poll Worker Badge, King County, WA

Sample #62, Page 190: Photo of Lyon County, KS Tote Bag

This guidebook contains sample documents used by various State and local election jurisdictions. The U.S. Election Assistance Commission has published these documents with the express permission of its owner. These documents are intended to be representative of relevant election administration practice throughout the nation and to illustrate the concepts being described in the text. The inclusion of these samples in this guidebook does not constitute an endorsement by the U.S. Election Assistance Commission. Additionally, as State law varies and is subject to change, readers are cautioned to obtain legal advice prior to adopting any new policy, procedure or document.

Sample #53: Humboldt County's Poll Worker Materials

Precinct Handbook Appendix A					
PRECINCT BOARD PERFORMANCE MATRIX					
Election Date: _____			Precinct Number: _____		
Points Possible = 36			32 or above = BONUS		
	ACTIVITY	YES	NO	POINTS POSSIBLE	POINTS AWARDED
1	Security Log Completed and returned as required			6	
2	Attended School of Instructions – Inspector only required			2	
3	Polls opened and closed timely			2	
4	Results transmitted by 9:00 p.m. or Elections Office notified of problem transmitting (See GEMS Log)			1	
	Roster-Index				
1	Ballot Statement completed			2	
2	Calculations on Ballot Statement are accurate			2	
3	Declaration of Election Officers completed correctly			1	
4	Certificate of Voters Voting completed correctly			1	
5	Absentee voters transferred to roster-index pages			1	
6	All absentee voters signed "AV roster" – not main roster			1	
7	All provisional voters signed "Log of Provisional Voters" and not master Roster			1	
8	Board finds voters on roster or supplemental roster – two or more registered voters voting provisional ballots loses point			1	
	Required materials turned in on election night in transport bag				
1	Ballot receipt completed and returned			1	
2	Regular voted ballots returned in Container A			1	
3	Container A sealed			1	
4	Number of ballots enclosed written correctly on Container A label			1	
5	Provisional Plastic Bag – label on paper, not bag, number of provisional ballot envelopes on paper, and Provisional ballot envelopes inside bag			1	
6	Provisional envelopes received from voters are completed correctly by board with affidavits as appropriate			1	
7	Absentee Ballot (AV) Bag – label on paper, not bag, number of absentee ballot envelopes on paper, and Absentee ballot envelopes inside bag			1	
8	Write-in Bag (#3) – label on paper, not bag, outside of envelope completed correctly and Write-in ballots inside envelope			1	
9	Bag (Envelope) #2 – label on paper, not bag, check boxes completed correctly and Master Roster, Oath/Payroll, AccuVote Results Tape, completed affidavits, certificate, and etc. in envelope			1	

Precinct Handbook Appendix A.wpd
Page 1

Sample #53: Humboldt County's Poll Worker Materials Continued

10	Ballots Not Read by AccuVote Bag – label on paper, not bag, place all valid ballots the AccuVote could not read in this bag			1	
11	Bag #1 – label on paper, not bag, containing spoiled ballots, stubs, and surrendered AV ballots – No valid ballots in bag			1	
12	Transport bag locked			2	
	Miscellaneous				
1	Unused ballots returned in Supply Box			1	
2	Unused ballots accounting sheet completed correctly			1	
	Total Points			36	
	Bonus YES NO				

Performance Matrix (Appendix, page 1)

This is the matrix we use to calculate your bonus. Points are awarded on a pass/fail, all or nothing basis. This is how you can lose your bonus for not completing the Security Log. We try to keep the matrix as simple as possible so the items are not weighted for relative importance, except for the Security Log.

We give you a PRECINCT SUPPLIES CLOSING CHECKLIST which very much relates to the matrix. The Checklist tells you where things are supposed to go when you close your poll. Correctly following the checklist figures in 30 of the 36 points.

PRECINCT SECURITY LOG (page 3)

The Precinct Security Log is a single point of failure for losing your bonus. On Monday before the election, go to the poll and make sure we have given you everything you need for the election. This Log will be in the front of your Roster binder. We will fill in the boxes in BLUE: Precinct Name, the initial Seal Number on the Supply Box, and the AccuVote Serial Number, Memory Card Number, and AccuVote Security Seal Number Here's what you fill in, at a minimum. Note they are in RED.

- Inspector – print or sign your name.
- In the first Supply Box box, verify that the Seal Number on the Log is what was on the Supply Box. If it is different, check the NO box and note the number that was on the Seal. Verify that the contents of the Supply Box are intact. If there is a problem, **call us**.
- When you are ready to reseal the Supply Box, note the new Seal Number in the second box and check YES that you sealed the Supply Box.
- On Tuesday (election) morning, verify that the seal you put on the Supply Box Monday is still there. Check the YES box in the third box and write down the Seal Number.
- On Tuesday (election) evening when you are ready to reseal the Supply Box, note the new Seal Number in the second box and check YES that you sealed the Supply Box.
- At the lower left corner of the Security Log is a place to record the number on the big black ballot box

If something happens during the day that requires a change in your AccuVote, the AccuVote memory card, or the AccuVote Security Seal, you must note the reason for the change, and the serial number of the

Sample #53: Humboldt County's Poll Worker Materials Continued







new AccuVote, AccuVote Memory Card, and AccuVote Security Seal. In the example above, the memory card was changed, and the number of the new card and security seal were recorded. The inspector initialed the Memory Card box and signed under the new Security Seal Number.

Precinct Security Log				
Precinct <u>3A-12</u>		Inspector <u>Milt Boyd</u>		
Supply Box	Sealed when you arrived for setup? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Sealed when you left after setup? <input type="checkbox"/> YES <input type="checkbox"/> NO	Sealed when you arrived election day? <input type="checkbox"/> YES <input type="checkbox"/> NO	Sealed when you closed election night? <input type="checkbox"/> YES <input type="checkbox"/> NO
	Seal No. <u>114087</u>	Seal No. _____	Seal No. _____	Seal No. _____
AccuVote	AccuVote Serial No. <u>71347</u>	Memory Card No. <u>128-015</u>	AccuVote Security Seal No. <u>0147963</u>	
Change to AccuVote, memory card, and/or AV Security Seal	REASON FOR CHANGE:	REASON FOR CHANGE: <u>led said ready to format on start-up. needed new mem card.</u>	REASON FOR CHANGE: <u>had to change mem card.</u>	
	New Serial No. Election Officer Initial _____	New Memory Card No. <u>128-015</u> Election Officer Initial <u>MB</u>	New Seal Serial No. <u>0147222</u> ELECTION OFFICER SIGNATURE <u>milt boyd</u>	
Changes to AccuVote, memory card, and/or AV Security Seal	REASON FOR CHANGE:	REASON FOR CHANGE:	REASON FOR CHANGE:	
	New Serial No. Election Officer Initial _____	New Memory Card No. Election Officer Initial _____	New Seal Serial No. _____ ELECTION OFFICER SIGNATURE	
Ballot Box No. <u>45</u>	REASON FOR CHANGE:		REASON FOR CHANGE:	
	New Ballot Box No. _____ ELECTION OFFICER SIGNATURE		New Ballot Box No. _____ ELECTION OFFICER SIGNATURE	

Sample #53: Humboldt County's Poll Worker Materials Continued

ELECTION NIGHT RETURN LABELS

We provide you with bar-coded labels for the bags/envelopes we expect you to return on election night. We depend on these labels for our election night inventory so these count toward your bonus. If you do

BAG/ENVELOPE NO. 2 1E-35 100001 	ABSENTEE ENVELOPES 1E-35 100001 
PROVISIONAL ENVELOPES 1E-35 100001 	BAG/ENVELOPE NO. 3 (Write-ins) 1E-35 100001 
UNREAD BALLOTS 1E-35 100001 	BAG/ENVELOPE NO. 1 1E-35 100001 

not use them, you will not get your bonus.

You have six large plastic bags with clear plastic pouches attached to them. Inside the pouches are paper slips that correspond to these labels. Pull the paper slips out of their pouches far enough to put the bar code label on the upper right corner of the slip and put it back in the pouch.



Place Precinct Bar Code label for Envelope
No. 1 here on this piece of paper – NOT ON
THE PLASTIC BAG

GENERAL ELECTION
NOVEMBER 7, 2006

ENCLOSE IN THIS ENVELOPE NO. 1

Check (✓) items as they are inserted in this envelope.

☐ Spoiled Ballots (if any)

☐ Stubs from Ballots Used

☐ Absent Voter Ballots Surrendered (if any)

Place this envelope in Transport Bag

Sample #53: Humboldt County's Poll Worker Materials Continued

COMBINED ROSTER INDEX (Page 6)

Your Combined Roster Index has changed from June, 2006. There are more pages and we have tried to make all of them easier to deal with and fill out. We are using red type to try to focus your attention on boxes or sections that **must be completed**.

The first page has three boxes on it. The upper right box contains information we provide: your precinct name (e.g. 1E-45), your precinct number (e.g. 100008), your polling place location, and the title of the election.

The Declaration of Election Officers on the left side of the page also has your precinct name and the date of the election. **All poll workers must sign in this box before the polls open.** The inspector should also put her/his name on the line in the sentence, "Signed in the presence of (*inspector's name*) on _____, 20__." and put the election date on the other blanks.

You may need to replace a poll worker during the day. If this occurs, you must note the change in the FILLED VACANCIES CERTIFICATE. The box has instructions: print the person's name who did not appear or who left on the top lines and print the name of the replacement poll workers on the bottom lines.

BALLOT STATEMENT PAGE (page 7)

This box used to be on the Combined Roster Index page but enough people either got it wrong or didn't fill it out that it now has its own special page complete with instructions. Notice it says in bold red type, "This Statement must be completed after you close your Poll." We really mean it. You get one point for trying and another if your addition is correct. While it doesn't have the matrix weight of the Security Log, this is really the key to election integrity.

It has instructions for each line of the Ballot Statement.

Sample #54: Poll Book Report/Poll Worker Evaluation, Allen County, OH

ALLEN COUNTY BOARD OF ELECTIONS		
ELECTION DATE ____/____/____ PRECINCT _____		
<u>POLL BOOK REPORT</u>		
	CORRECT	COMMENTS
OATH SIGNED		
CERTIFICATION SIGNED		
SIGNATURE		
ADDRESS		
VOTES CAST		
STUB NUMBERS		
PROVISIONAL		
YELLOW LAST PAGE		
HIGHLIGHTER		
ABSENTEE		
MISC		
<div style="display: flex; justify-content: space-between;"> <div> <u>POLL BOOK</u> EXCELLENT GOOD FAIR </div> <div>CHECKED BY _____</div> </div>		
FORM PE-3		

Sample #55: Forms and Flow Chart, Montgomery County, MD's Program



Board of Elections
Montgomery County, Maryland

D-P

Polling Place

POLLING PLACE SUPPORT PROGRAM (Electronic Poll Books) PRECINCT EVALUATION REPORT - 2006

ARRIVAL TIME: _____ DEPARTURE TIME: _____ Primary ☐ General ☐

I. OUTDOOR SIGNS

1. "VOTE HERE" Sign (1 or 2 - to direct voters into polling place from street)
2. "No Electioneering" Signs (see attached Site Map)
3. Temporary "Elderly/Handicapped Parking" Signs (see attached Site Map)
4. Temporary "Van Parking Only" Sign (1) - (see attached Site Map)

Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A

II. INDOOR AND/OR OUTDOOR SIGNS

1. "Accessible Entrance Directional Arrow" Signs (2)
2. "Red Arrow" Signs (6)
3. "Watch Your Step" Caution Signs (2-If Required)

Yes	No	N/A
Yes	No	N/A
Yes	No	N/A

III. INDOOR POSTERS, SIGNS, AND/OR DOCUMENTS *(No signs may be posted near Voting Units)*

Are the following required posters/documents clearly posted inside Polling Room?

1. Instructions to Voters From the Attorney General of Maryland
2. Specimen Ballot/Text of Questions Appearing on Ballot (General Election only)
3. Write-in Candidate List (General Election only)
4. Zero Report Tapes from each TS Voting Unit
5. Unofficial Voter Turnout Report 10:00 a.m. & 3:00 p.m.

Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A

Are the following convenience signs/posters inside the Polling Room?

1. Write-in Voting Instruction Poster (General Election Only)
2. Voter Access Card Notice (On Voting Unit Table with Voter Access Card Box)
3. "Wait Here" for Escort to Voting Unit (Voting Unit Table)
4. Voting Time Warning Notice to Voters (Voting Unit Table)

Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A

Are other signs and documents posted in the Polling Room or near the entrance to the Polling Room but inside the polling facility?

1. TS Voting Unit Instruction Poster
2. Provisional Ballot-Clarified Uses
3. Voting Rights in Maryland Poster
4. Identification Requirement and Provisional Voting Poster
5. Voters with Special Needs Poster
6. Warning
7. Election Judge Poster
8. Voting Rights Act - Subsection F
9. Combination No Smoking, No Children Over 12 in Voting Booth, No Cell Phone Use, No Photographs of Persons Voting

Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A

Sign: _____

IV. POLLING ROOM LAYOUT/GENERAL OBSERVATIONS

1. Is room layout conducive to smooth traffic flow from station to station?
2. Is there a working land telephone in the polling room? If not, please call 240-777-8580 to report.
3. Are Check-in Tables set-up to process voters efficiently?
4. Are Electronic Poll Book cords contained and not a safety threat to voters or election judges?
5. Are Voting Units positioned at an angle to ensure voter privacy while voting?
6. Are two (2) Touch Screen Voting Units designated accessible?
Visually Impaired (Standing)?
Mobility Impaired (On Table)?
7. Are ALL Touch Screen Voting Units up and running?
If not, why not? _____
8. Are there lines of five (5) or more voters? Where?
Check-in Table ☐; Provisional Table ☐; Voting Unit Table ☐; Other ☐.
If other, explain _____
9. Are all judges wearing name tags?

Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A

Yes	No	N/A
-----	----	-----

Yes	No	N/A
-----	----	-----

V. SECURITY - Critical Election Materials

Are any of the following materials unattended?

1. Electronic Poll Books (EPBs) at Check-in Tables?
4. Voter Access Cards at Check-in Tables or Voting Unit Table(s)?
5. Card Case (Keys, Supervisor Cards, Password, Tamper Tape) at Voter Assistance Table?
6. Unvoted Provisional Ballots
7. Voted Provisional Ballot Bag

Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A

Is Tamper Tape secure on ALL Voting Units?

Please explain below exact item and location of any security breach observed.

Sample #55: Forms and Flow Chart, Montgomery County, MD's Program – Continued

LEGAL PROCEDURE COMPLIANCE:

I. CHECK-IN REGISTER JUDGES:

Are Judges:

1. Determining eligibility of voter to vote a standard/electronic ballot?
 - a. Asking voter **"What is your Name?"** Repeating the name?
Asking voter **"What is your Month and Day of Birth?"**
2. Locating voter's name with Electronic Poll Book?
 - a. Asking voter **"What is your Current Address?"**
3. Discretely confirming the Voter's party affiliation? **(Primary only)**
4. Processing Voter Access Cards?
5. Processing Voter Access Cards to activate the audio ballot, if requested?
6. Following this procedure in the **exact order** as indicated above?
7. Asking ID Required Voters to produce acceptable identification.
 - a. Recording ID information on Supplemental Change Form.
 - b. If unacceptable or no identification, directing voter to Chief Judge.
8. Issuing "Change/Correction Voter Information Supplemental Form" (for changes to voter's record)?
9. Passing activated Voter Access Card to VAC Judge?
10. Directing eligible voters to VAC Judge?
11. Directing ineligible voters to the Chief Judge?

Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A

II. VAC JUDGES

Are Judges:

1. Removing VAC from Electronic Poll Book Printer?
2. With VAC in hand confirming **Voter's Name** and **Date of Birth**?
3. Recording the following on front of VAC?
 - a. Check-in Table Number (T-1, T-2, T-3)
 - b. Electronic Poll Book Number
 - c. Voter Tally Number & marking off assigned Number on Tally Sheet
4. Initializing VAC in designated space?
5. Instructing voters to sign the VAC on the Signature Line?
6. Giving Voter activated Voter Access Card?
7. Instructing Voter to proceed to Voting Unit Table with VAC and activated Voter Access Card?

Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A

III. TOUCH SCREEN VOTING UNIT JUDGES

Are Judges:

1. Monitoring activity around Touch Screen Voting Units?
2. Managing lines when necessary?
3. Explaining to voters how to use the TS Unit & insert Voter Access Card?
4. Collecting VACs from Voters?
5. Confirming voter's Ballot Type on screen: Dem., Rep., or Other? **(Primary Election Only)**
6. Confirming appearance of ballot? **(General Election)?**
7. Recording Voting Unit Number on VAC?
8. Placing VAC in Envelope attached to Voting Unit?
9. Marking off voter number on "Voting Unit Tally Sheet" affixed to Voting Unit?
7. Have Judges cancelled a ballot? How?

Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A

8. Is voter's secrecy being preserved at all times?
9. Collecting Voter Access Card from voters?
10. Returning Voter Access Cards to Check-in Tables in a timely manner?

Yes	No	N/A
Yes	No	N/A
Yes	No	N/A

IV. ASSISTANT CHIEF /PROVISIONAL JUDGES

Are Judges:

1. Facilitating Provisional Voting for voters not qualified to vote a standard/electronic ballot for the following reasons:

- a. Not listed in the Precinct Register.
- b. Listed in the Precinct Register but indicated a change of address.

Yes	No	N/A
Yes	No	N/A

Sample #55: Forms and Flow Chart, Montgomery County, MD's Program – Continued

c. Listed in Precinct Register but claims to have a different party affiliation (**Primary Election Only**).

d. Listed as an Absentee Voter or as having already voted.

e. Listed as "Show ID" and unable to provide sufficient identification.

f. Listed as "pending" & "Show ID".

g. Listed as "pending" & Need DL#/SSN#.

h. Challenged by a poll watcher & could not provide acceptable form of identification.

i. Other. (explain)

Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A

Which of the above reasons is most common for issuance of Provisional Ballots? 1. _____

2. _____ 3. _____ 4. _____

2. When issuing Provisional Ballots, are Judges

a. Checking that "Maryland Provisional Ballot Application" is complete?

b. Making sure the voter has completed a Voter Authority Card?

c. Explaining to voter how to fill in ovals on Provisional Optical Scan Ballot?

3. Controlling and securing voted and unvoted Provisional Ballots?

4. Are judges assisting elsewhere in the precinct?

Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A

Are there bilingual judge(s) in the precinct?

Position: _____ **Language:** _____

Position: _____ **Language:** _____

Yes	No	N/A
-----	----	-----

V. CHIEF JUDGES

1. Have voting unit problems occurred opening the election or while voting? (If so explain below)

2. If after 10:00 a.m., has "Precinct Unofficial Turnout Report" been posted outside polling room door?

3. Who is in or has been in the polling room?

Challengers and Watchers ☐; Candidates ☐; Political Party Workers ☐; Media ☐; Visitors ☐;
(Name/Group) _____

(Remind Chief Judges to include this information and Election Coordinator's visit on Election Day Log.)

Voter Situation

Have Temporary VACs been issued? (If so, why?) (If, supplied)

Yes	No	N/A
-----	----	-----

Has voting assistance been given requiring completion of "Voter Assistance Form"?

If so, in what type of voting: Standard/Electronic ☐; Standard/Electronic with VIBS ☐; Provisional ☐

Yes	No	N/A
-----	----	-----

Resolving Voter Problems

a. Provisional Voting – Providing choices of voting location, if needed?

b. Issuing a Provisional Voter Authority Card and assisting voter completing the card?

c. Assist Voters locating correct polling place the Electronic Poll Book? (If applicable)

d. Proof of Voting-"Certificate of Participation" form – Requested by voter?

e. Other – What and How? (e.g. name, address changes, voter registration)

f. Have voters requested "paper Ballots"? If yes, How many? What did Chief Judge do?

Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A

Yes	No	N/A
-----	----	-----

REPORT COMMENTS, EXPLANATIONS & OBSERVATIONS: Please describe and indicate exactly position, location and situation and print clearly:

Sample #56: Poll Cat Newsletter, Botetourt Co, VA



Occasional News for Our Officers of Election

POLLcat

Botetourt County, Virginia
Volume I, Number 1

March, 2006

BOARD NOTES

Botetourt County Electoral Board

Every City and County in Virginia--134 in all, has a 3-member Electoral Board. In this first issue of our PollCat newsletter, I want to explain what Electoral Boards are all about.

The Electoral Board oversees elections in Botetourt County, working with the Registrar's office to make sure the precincts are staffed, have all the necessary paperwork, have properly tested and certified voting machines loaded with the current election, and provides for the supervision of the conduct of elections. YOU, of course, are the real workers of the election. The integrity of elections in Botetourt County starts with the officers of election in the precinct.

The Electoral Board is also charged with canvassing the election. This process is performed the day after the election by the Board reviewing the results turned in by each precinct, to verify the results and catch any errors or omissions (the dreaded phone call the day after an election).

The recount in December was a clear reminder of this very important function. (Botetourt County had NO changes in the results reported by the precincts).

PREPPING FOR AN ELECTION

Phyllis Dierschow, General Registrar

As soon as one election is over, we begin to prepare for the next.

This is the first in a series of columns where I hope to explain the workings of voter registration and election management.

To be eligible to vote, you must be registered. A qualified voter resides in Botetourt County, is 18 or will be by the fall election, is a citizen of the US, is not a felon and has not been adjudicated mentally incompetent.

The task of keeping and updating the rolls of registered voters is a daily process. Ted Towles primarily handles that task.

Election management is the second task of this office. We qualify candidates, pack election supplies, program voting machines, and most important - assemble and train our officers of election for each election.

In 2006, we have a full slate:

May 2, 2006 Town Elections

June 13, 2006 Democratic Primary

November 7, 2006 General Election

Please be willing to serve when asked. We count on our faithful, well-trained officers to conduct the best election possible. It is a privilege and an honor to serve your fellow citizens.

POLLcat SPOTLIGHT

Coloring Eggs - revived by a Pharmacist



Originally, the Persians and later the Egyptians exchanged colored eggs to celebrate the return of spring and as a sign of goodwill. The eggs were often a bright red to signify blood and life force. By 1880, in America, the Pennsylvania Dutch and Ukrainians were the only ethnic groups who still observed this tradition. A druggist in New Jersey came up with the idea of powdered dye in small packets after spilling some on a suit and ruining the suit. He had a worker pre-package the dyes which made it easier to color the eggs and the tradition was renewed. Of course, today many people use the colored plastic eggs filled with candy. I am looking for a chicken that lays chocolate eggs!

Sample #57: Making It Count: Poll Worker Bulletin, King County, WA

Bridging the Language Gap

Did you know? Adams, Franklin, and Yakima counties are required to provide Spanish bilingual materials while King County is the only county in Washington to provide Chinese materials.

This year, the U.S. Congress renewed the federal Voting Rights Act, ensuring that we English speakers and voters who do not speak or understand English have the same right to participate in the electoral process. Following the 2000 Census, King County has been designated as a Chinese language minority area.

Remember: Any voter who has difficulty understanding the voting process either because of language or disability may request a language interpreter or a poll worker with disabilities. Poll workers are not always high enough to ensure meaningful participation in the election process.

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Count me in!

A recent court decision ensures individuals whose registrations do not match the Department of Licensing or Social Security databases are not denied the right to the poll book listing "First ID Check" under the voter's name. This means that poll workers will verify this voter's identification for the first time on Election Day.

For those voters who have "First ID Check" printed under their name:

- Verify their identification prior to leaving their ballot.
- Verify that the voter's name is on the poll book.
- Verify that the voter's name is on the poll book.

If the voter does not have acceptable identification, issue the voter a provisional ballot. Just like any other voter who does not have the required ID, the voter will be able to cast a provisional ballot. The voter will be able to cast a provisional ballot if they can show acceptable identification to the poll worker.

EVERY person who votes at the polls must show identification!

In the Know...

King County Election Materials are available in 120 different languages to accommodate voters. "Interpreter" is an innovative service that provides state and federal language assistance by phone, with highly skilled interpreters. Poll workers can access this service on Election Day by calling the Help Desk.

Top 5 poll worker questions

- 1. When do I get paid?**
Checks should arrive about 30 days after Election Day and will be for the hours you worked. If you provided to the Poll Worker Coordination Office.
- 2. Who can assist voters?**
As a poll worker, you cannot give your interpretation or personal assistance to voters. If you are a voter who is seeking assistance, please call the Help Desk at 206-296-1259 for further instructions.
- 3. What if the AVU printer jams?**
If the printer on the AVU jams, please call the Help Desk at 206-296-1259 for further instructions.
- 4. How can I best assist a voter with disabilities?**
If a voter with disabilities is having difficulty, please call the Help Desk at 206-296-1259 for further instructions.
- 5. What do I do if an absentee voter wants to use the AVU?**
While all voters have the right to vote by mail, there are certain procedures that need to be taken prior to an absentee voter using the AVU. Please call the Help Desk at 206-296-1259 for further instructions.

Mission Statement

With your help, we strive to ensure the administration of accessible, opportunity for all to participate in open and impartial elections.

Making It Count

King County Election Materials

Gearing up for September 19

Dear Poll Workers,

Thank you for your hard work and dedication to ensuring that every voter has the opportunity to participate in the electoral process. This year, the U.S. Congress renewed the federal Voting Rights Act, ensuring that we English speakers and voters who do not speak or understand English have the same right to participate in the electoral process. Following the 2000 Census, King County has been designated as a Chinese language minority area.

The federal government's renewed commitment to ensuring that every voter has the opportunity to participate in the electoral process is a testament to the importance of the electoral process. We are committed to ensuring that every voter has the opportunity to participate in the electoral process.

New in 2006

Accessible voting for EVERYONE

This fall, poll workers will have the opportunity to welcome and assist an increased number of persons with disabilities voting for the first time at the polls. Anyone interested in using this technology to vote is welcome. The AVU is for everyone. In the May 2006 Special Election, King County offers an alternative method of voting at each polling place.

What is it?

Standing three feet tall and weighing 28 pounds, the AVU is a method for secure, independent voting. It is designed to be used by voters with disabilities to vote independently by offering:

- Chinese or English language ballots
- Large print ballots
- Large print ballots with a numeric keypad to assist blind voters
- Audio ballots for voters who have limited or no vision

What is my role?

King County Elections is working diligently to educate the community about the new accessible voting technology. As a poll worker, you will have questions when they come to the polls on Election Day. In addition to this, there will be extensive training to ensure voters properly cast their ballots. The AVU won't replace the traditional paper ballot, but it will provide an alternative for voters who are unable to use the traditional paper ballot. As poll workers have received some AVU training already, and more information can be found in our Poll Worker Orientation.

Behind the Scenes at King County Elections

King County receives top national honors for its mail ballot processing

In July, King County Elections was recognized by the National Association of County and City Administrators and Officials (NACCO) for its significant efforts to improve ballot count accuracy and implement nationally recognized quality standards.

King County Elections began working towards this recognition by implementing a series of changes to its mail ballot processing system. These changes included:

- Improving the number of mail ballots received and the number of mail ballots tabulated.
- King County Elections is proving the way as a national leader in establishing best practices for mail ballot processing. The system is designed to receive and count more than 250,000 absentee ballots in the September primary.
- Additional improvements to King County Elections will be possible thanks to a \$4.7 million ballot grant awarded to enhance the mail ballot processing system. The grant will be used to purchase new equipment and improve election planning.

QUICKFACTS

- Did you know King County is a two county county that has the largest number of registered voters in the state?
- Number of polling places: 558
- Number of precincts: 2,555
- Number of ballot boxes: 5,110
- Number of poll workers: more than 4,500
- Number of households: 55
- Number of permanent absentee voters: 574,340
- Number of poll workers: 3,400
- Projected voter turnout: 57 percent

Don't be surprised if an ambassador shows up to your polling place on September 19.

Ambassadors prepare poll workers for voting by mail

To prepare and familiarize poll workers with this new way of voting, we are launching a campaign at King County's busiest polling place on September 19, 2006. Ambassadors will be trained by election officials and are instructed not to interfere with the voting process.

We've trained 100 people to be part of our "Ambassador Program" on September 19. The ambassadors will answer questions and provide information about the new way of voting. They will also be available to provide information about the new way of voting. They will also be available to provide information about the new way of voting.

Your FAQs: The future of votes by mail

What is vote-by-mail?

Vote-by-mail is a way for voters to cast their ballots by mail. It is a secure and convenient way for voters to cast their ballots. It is a secure and convenient way for voters to cast their ballots.

Why switch to all mail voting?

Switching to all mail voting will allow voters to cast their ballots by mail. It is a secure and convenient way for voters to cast their ballots. It is a secure and convenient way for voters to cast their ballots.

What are the benefits of all mail voting?

Switching to all mail voting will allow voters to cast their ballots by mail. It is a secure and convenient way for voters to cast their ballots. It is a secure and convenient way for voters to cast their ballots.



The new AVU is so simple and easy to use. Be patient and positive with your voters and they will get the hang of it in no time. Simply having the machine at our polling place might not be enough - learning with the other poll judges is key. We will be providing training to voters about new accessible voting options.

Greg Meyer, AVU Judge at Redmond Junior High School



Sample #58: "Ask Wanda", Los Angeles County Feedback Form

QUESTIONS?

ASK POLLS

...if you have questions about:

- your assignment
- getting paid
- your precinct board



Jean, Leslie, Ophelia, Ballard

For the quickest response, call the number on your appointment notice.

If you do not have that number call:
562.462.2509 or
800.815.2666 (Option 7)

ASK WANDA



Wanda

...if you have questions about:

- procedures at the polling place
- something you did not fully understand in training class

*For the quickest response, send an email to:
askWanda@rrcc.co.la.ca.us*

...or visit website at www.lavote.net, click on "Take the Pollworker Plunge," then click on "Pollworkers only," then click on "Ask Wanda."

If you do not have email, call: 562.462.2728

Sample #59: Letter to Poll Workers, Napa Valley, CA



JOHN TUTEUR
REGISTRAR OF VOTERS

NAPA COUNTY ELECTIONS DEPARTMENT
900 Coombs St Rm 256 NAPA CA 94559-2936
PHONE 707.253.4321 FAX 707.253.4390

DEAR POLL WORKER,

I wanted to let you know how proud I am of each and every one of our poll workers and your performance on Election Day November 7, 2006. I spoke with several of you late in the day at those locations where lines had formed. I was uniformly impressed with the calm and professional manner with which voters were being treated during a difficult time.

I want to assure you that our Elections staff is working on changes that will be implemented well before June 3, 2008 to insure that poll worker stress and voter frustration are avoided during that Primary Election. Please contact me directly if you want to discuss our training and Election Day procedures by voice 707.253.4459 or by electronic mail at jtuteur@co.napa.ca.us.

Congratulations and thanks for your vital contribution to the successful conduct of the November 7, 2006 General Election. I look forward to working with you again in June 2008.

Sincerely,

JOHN TUTEUR
REGISTRAR OF VOTERS

Sample #60: Poll Worker Survey Developed for EAC Pilot Jurisdictions' Poll Workers

CITYOF MILWAUKEE ELECTION COMMISSION SURVEY QUESTIONS

1. How many elections have you served?

a. First Time b. 1-2 c. 3-5 d. 6-10 e. 10+

2. What motivated you to become a pollworker?

a. Friend/neighbor b. Election Office Request
c. Advertisement/flyer d. Community Organization
e. Other _____

3. Please tell us your age category:

a. 18-25 b. 25-40 c. 40-60 d. 60-

4. On a scale of 1 to 5, with "1" being "poor" and "4" being "excellent," please rate the training manual.

1 2 3 4

5. Did you attend pollworker training prior to the election? Yes No

6. Did you attend any supplemental training offered? (i.e., hands-on training)

Yes No

7. How strongly do you feel that the training adequately prepared you to operate the voting system on Election Day?

1 – Strongly Agree 2 – Agree 3 – Disagree 4 – Strongly Disagree

8. How strongly do you feel that the training adequately prepared you to administer the election procedures, such as checking in voters, determining their eligibility and providing provisional ballots?

1 – Strongly Agree 2 – Agree 3 – Disagree 4 – Strongly Disagree

9. On a scale of 1 to 4, with "1" being "unsatisfying" and "4" being "very satisfying," please rate your Election Day experience.

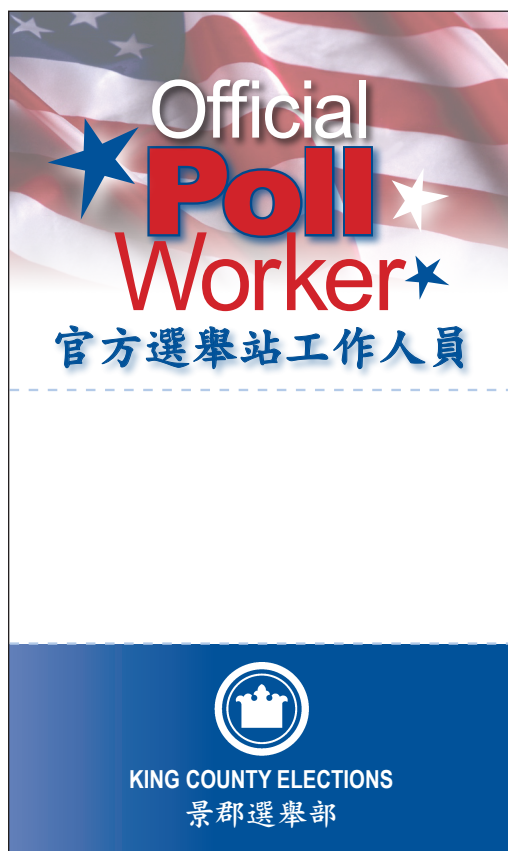
1 2 3 4

10. How likely are you to serve as a pollworker in future elections?

1 2 3 4

THANK YOU!!!

Sample #61: Poll Worker Badge, King County, WA



IMPORTANT PHONE NUMBERS

Trouble Desk 206-296-1599

(For poll workers only)

- AccuVote Problems
- Procedural questions
- Running low on ballots or supplies

Poll Workers Coordinator 206-296-1606

- Arrange for emergency supply pick up
- Arrange on an emergency substitute poll worker for Election Day
- Missing poll workers

Voter Services 206-296-VOTE (8683)

Press "zero" to reach a staff member with:

- Questions about a voter's registration
- Requesting an absentee ballot for yourself or family member for future elections.
- Bilingual Chinese Interpreter 206-296-1544

Elections Operations 206-296-1565

- Validation requirements, election information and results

Chinese Voter Hotline 206-296-1544

King County Elections accepts collect phone calls.

Sample #62: Photo of Lyon County, KS Tote Bag



